

I. TITLE: Fresno General Plan Implementation/Infill Development Finance Task Force

II. PERIOD OF PERFORMANCE

From: Date of award

To: Approximately 8 months after date of award

III. BACKGROUND

Fresno, California is one of six communities selected to receive support from the federal government under the Strong Cities, Strong Communities (SC2) Initiative. This pilot initiative is coordinated nationally by a White House Council and provides select cities with access to federal resources and support to help them address issues vital to their economic growth and revitalization. EPA is the lead agency coordinating federal support and technical assistance to Fresno under the SC2 Initiative. By providing assistance to Fresno, EPA is able to develop tools and resources that can help other similarly situated communities identify development approaches that support environmental protection and economic growth.

Fresno – like many cities in California and throughout the US – faces severe fiscal circumstances that hinder the ability of the public sector to provide services and infrastructure that support and incentivize infill development (development in existing developed areas). At the same time, there is substantial and growing consensus in Fresno that the alternative to infill development, “greenfield” development (development on previously undeveloped land), is unsustainable from a fiscal perspective, as well as from the perspective of human health, resource conservation and the environment, regional economic vitality, and a number of measures quality of life.

The City of Fresno (City) is in the process of updating its General Plan with policies designed to 1) dramatically increase infill development in the city’s Downtown and urban core, and 2) promote more sustainable development models for new growth areas. However, the City’s commitment to increased infill development and more sustainable growth is challenged by several factors, including:

- In infill areas, infrastructure is often outdated, in poor repair, and/or of insufficient capacity to meet the needs of new development.
- The City’s fiscal situation is severely constrained. Public funding for infrastructure to support infill development (e.g. sewerage, water, stormwater removal, streets and sidewalks, etc.) and to sustain adequate levels of service (e.g. public safety, parks, public facilities, and replacement of aging infrastructure) is extremely limited.
- Due to state policy change in 2011, the City no longer has a Redevelopment Agency to help implement challenging development projects.

To respond to these challenges, the Mayor of Fresno and the CA Governor’s Office of Planning and Research (OPR) will convene a General Plan Implementation/Infill Development Finance Task Force

(Task Force) to develop a comprehensive funding and implementation strategy for the City of Fresno – and cities like it – for implementing and maintaining the public infrastructure, facilities and services that needed to support more sustainable development patterns, increased infill development, and higher levels of public service and quality of life. The Task Force will comprise approximately 10-20 industry experts from Fresno, California, and nationally.

The Task Force will make policy and implementation suggestions including: Tools, policies and strategies for Fresno to provide infrastructure and service improvements and incentivize private development and public-private development partnerships; finance strategies for improvements, maintenance, and increased levels of service for public facilities and services; options for generating public revenue for increased public services; and strategies to attract more developers and investors with experience in new development models. The strategies compiled with the Task Force’s input will directly inform the City’s General Plan Update implementation element, and will also inform a report on tools and strategies for economically-challenged cities, using Fresno as a case study, which will be publicly distributed.

IV. PURPOSE AND OBJECTIVE

The City of Fresno has requested the technical assistance supported by this contract to 1) support the City of Fresno and State of California in preparing for and convening the Task Force as described above, including providing technical expertise and research to inform the Task Force process, and 2) develop a report that draws upon outcomes of Task Force meetings and the expertise of the Task Force members, as well as state-wide and national best practices, using Fresno as a case study to illustrate the range of available financing instruments and strategies for implementing infill development and Smart Growth policies in economically-constrained cities. The deliverables should be directly relevant and immediately useful to the City of Fresno in developing implementation strategies for its General Plan, and also highly relevant and useful to cities throughout California and nation-wide in similarly distressed fiscal and economic conditions. The final report will be made publicly available to serve as a guide for other communities facing similar challenges to implementing more sustainable growth and development patterns.

V. QUALITY ASSURANCE (QA) REQUIREMENTS

Check [] Yes if the following is required or [x] NO if the following is not required. The Contractor shall submit with their technical proposal a written Quality Assurance Project Plan for any project that is developing environmental measurements or a Quality Assurance Supplement to the Quality Management Plan for any project which generates environmental data using models.

VI. TASKS AND DELIVERABLES

Contractor personnel shall at all times identify themselves as contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S.

Government, EPA, or its employees. In addition, the contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

The contractor shall receive technical direction only from EPA and not from other partners in this project. The Task Order Project Officer (TOPO) shall review all deliverables in draft form and provide revisions and/or comments to the contractor. All interim and final deliverables shall be delivered directly to the TOPO only. Draft and final deliverables shall be in MS Word format, with the possible exception of maps and other illustrations.

Task 1: Create Task Force Briefing Materials and prepare for Task Force Meetings (II. B. Technical Assistance, Page 1-17)

Three Task Force meetings (approximately 4 hours in length each) will be held in Fresno from approximately March through June, 2013. Meetings will occur in approximately one-month intervals. Exact meeting dates shall be established by the TOPO, in consultation with the contractor and other project partners. TOPO will notify contractor of final meeting dates no later than three weeks following contract award.

Task 1a: Review Background Information Package and participate in kick-off call.

A Background Information Package, no longer than 30 pages in length (possibly including web links to additional information) will be delivered to the contractor by the TOPO within one business day of the contract award. Contractor shall complete review of the Background Information Package no later than two weeks after contract award.

No later than 3 weeks after contract award, contractor shall participate in an initial conference call (approximately two hours in length) with EPA and City of Fresno leadership and staff to review and better understand the City's fiscal situation, current planning efforts and goals, and City development priorities, with a possible second follow-up call if needed. TOPO will determine the need for a follow-up conference call no later than 4 weeks following contract award. EPA will set up these calls.

Task 1b: Teleconference with individual Task Force members.

No later than four weeks following contract award, contractor shall conduct one teleconference, approximately one hour in length, with each of the individual Task Force members. The purpose of the call will be to gather more information on the experience and expertise of the Task Force members that is relevant to the subject matter of the Task Force, and to inform them of the Task Force meeting agenda. All information collection shall be done in accordance with the Paperwork Reduction Act (44 U.S.C. 3501 *et seq.*) (<http://www.epa.gov/lawsregs/laws/pr.html>). There will be between 10-15 Task Force members total. **TOPO shall provide contractor with a list of Task Force members and their contact information no later than one week following contract award.**

Contractor shall schedule all teleconference calls with Task Force members, and shall send TOPO advance notice of the call schedule. TOPO and other members of the project team may participate, by phone, in these task force member teleconferences pending availability and interest. However, all calls will be conducted and led by contractor.

Contractor shall take notes during the teleconferences (between 1 and 2 pages per call) and shall send a written summary of key points and findings from all Task Force member conversations to the TOPO no later than 5 weeks following contract award. The summaries shall be used by the contractor, with input from EPA and City of Fresno staff to develop a facilitation strategy, agenda and structure for the first task force meeting.

Task 1c: Create Task Force Meeting 1 Briefing Materials and Prepare for Task Force Meeting 1.

Based on the contractor's review of the background information provided, teleconference calls with Task Force members, and information from the initial conference call(s) with project partners, contractor shall develop briefing materials, between 7-14 pages in length, to be provided to the Task Force members as context and background for the Task Force Meeting 1. The Briefing Materials shall include:

- Brief summary of City's goals and objectives, including the broad goals of the General Plan Update and the City's development priorities, to be summarized from contractor's review of background documents and conference call(s) with project partners (1-2 pages)
- Brief summary of City's fiscal and resource constraints, to be summarize from contractor's review of background documents and conference calls(s) with project partners (1-2 pages)
- Summary of existing tools and resources available to the City of Fresno to implement development goals, including local, state and national resources, to be summarized from contractor's research, which may include phone conversations with project partners and City of Fresno staff as well as contractor's original research (2-4 pages)
- Initial overview of some additional tools and strategies for financing and implementing infill development *in economically-constrained cities*, drawing from national best practices and from the contractor's own knowledge, experience, and research (2-4 pages)
- Web links to additional sources and resources as relevant, e.g. to City's planning documents web page (1-2 pages)

City of Fresno staff will be available by phone and email to the contractor as needed to provide additional information to help inform creation of the briefing materials.

No later than three weeks following contract award, contractor shall deliver a draft Meeting 1 Briefing Materials document to the TOPO.

No later than four weeks following contract award, TOPO will deliver edits to Meeting 1 Briefing Materials to contractor.

No later than 5 weeks following contract award, contractor shall incorporate edits into a final draft Briefing Materials document, to be delivered to the TOPO.

No later than ten business days prior to Task Force Meeting 1, contractor shall participate in a conference call (approximately two hours in length) with EPA, City and State project partners to plan for the initial meeting of the Task Force, including reviewing Briefing Materials, developing a meeting agenda and goals. EPA will set up this call.

Contractor is responsible for delivering draft and final briefing materials to the TOPO only; Briefing materials will be distributed to Task Force members by other project partners.

Task 1d: Create Task Force Meeting 2 Briefing Materials and Prepare for Task Force Meeting 2.

No later than 25 days prior to Task Force Meeting 2, contractor shall participate in a conference call (approximately 1.5 hours in length) with project partners to debrief on Task Force Meeting 1 and plan for Task Force Meeting 2.

No later than 20 days prior to Task Force Meeting 2, contractor shall:

- Conduct additional research sufficient to fill pertinent knowledge gaps identified in previous meetings and inform subsequent discussion in the upcoming Task Force meeting. Such research may entail outreach to Task Force members on an individual basis and outreach to other industry experts.
- Deliver Draft Briefing Materials for Task Force Meeting 2 (4-10 pages in length) to TOPO.

No later than 15 days prior to Task Force Meeting 2, TOPO shall deliver edits to Meeting 2 Briefing Materials to contractor.

No later than 12 days prior to Task Force Meeting 2, contractor shall incorporate TOPO edits and deliver final draft of Task Force Meeting 2 Briefing Materials (4-10 pages in length).

No later than 10 days prior to Task Force Meeting 2, contractor shall participate in a conference call with EPA, OPR, and City staff (approximately one hour in length), which EPA will set up, to develop an agenda and goals for the upcoming Task Force Meeting 2, with a possible second follow-up call if needed. TOPO will determine if a second call is needed no later than 8 days prior to Task Force Meeting 2.

Task 1e: Create Task Force Meeting 3 Briefing Materials and Prepare for Task Force Meeting 3.

No later than 25 days prior to Task Force Meeting 3, contractor shall participate in a conference call (approximately 1.5 hours in length) with project partners to debrief on Task Force Meeting 2 and plan for Task Force Meeting 3.

No later than 20 days prior to Task Force Meeting 3, contractor shall:

- Conduct additional research sufficient to fill pertinent knowledge gaps identified in previous meetings and inform subsequent discussion in the upcoming Task Force meeting. Such research may entail outreach to Task Force members on an individual basis and outreach to other industry experts.
- Deliver Draft Briefing Materials for Task Force Meeting 3 (4-10 pages in length) to TOPO.

No later than 15 days prior to Task Force Meeting 3, TOPO shall deliver edits to Meeting 3 Briefing Materials to contractor.

No later than 12 days prior to Task Force Meeting 3, contractor shall incorporate TOPO edits and deliver final draft of Task Force Meeting 3 Briefing Materials (4-10 pages in length).

No later than 10 days prior to Task Force Meeting 3, contractor shall participate in a conference call with EPA, OPR, and City staff (approximately one hour in length), which EPA will set up, to develop an agenda and goals for the upcoming Task Force Meeting 3, with a possible second follow-up call if needed. TOPO will determine if a second call is needed no later than 8 days prior to Task Force Meeting 2.

Task 2: Facilitate Task Force meetings (II. B. Technical Assistance, Page 1-17)

Contractor shall attend in person and help facilitate Task Force Meeting 1 and at least one of two subsequent Task Force meetings, with optional in-person attendance at a third meeting. Facilitation of meetings shall include presenting a summary of meeting briefing materials, leading group discussion, following the meeting agenda, ensuring that relevant and salient information results from Task Force discussion, achieving meeting goals as established through conference calls with project partners, and ensuring that the meeting stays on topic and on time. Optional attendance at a third Task Force meeting shall be determined by the TOPO no later than two weeks following Task Force Meeting 1. Meetings that are not in-person will be conducted via conference call line supported by an online meeting tool (e.g. Adobe Connect, GoTo Meeting, etc.)

Each Task Force meeting shall be approximately 4 hours in length. For each Task Force Meeting contractor attends, contractor shall be on site in Fresno for 1.5 days total. The remaining time outside of the Task Force meetings shall be reserved for contractor meetings with City staff, EPA, and other project team members. TOPO will arrange these meetings in consultation with contractor. Contractor shall plan for two staff to attend each Task Force meeting that contractor attends.

Task 3: Fresno General Plan Implementation Strategies Report (II. A. 2 Development of Analysis of Policy Options, Page 1-12 – 1-16 and II. B. Technical Assistance, Page 1-17)

Contractor shall develop a Fresno General Plan Implementation Strategies Report, between 14 and 30 pages in length, summarizing optional strategies for the City of Fresno to adopt and incorporate into the Implementation Element of the Fresno General Plan Update. This report shall draw directly from and build upon the outcomes of the three Task Force meetings, the Task Force Briefing Materials developed for each Task Force meeting, identified development priority areas (see below), and the contractor's own knowledge and research. The report shall focus on *immediately-actionable, feasible strategies for*

the City of Fresno - taking into account the realities of Fresno's fiscal, economic, other constraints - to accomplish the goals and objectives set forth in the General Plan. The report shall include:

Part I: Priority Development Areas Strategy, between 6 and 14 pages in length, containing:

- A map of between three and seven identified priority development areas in Fresno (1 page in length)
- A brief description of each priority area and why it was identified as a priority for Fresno's development (1-3 pages in length total)
- A development implementation strategy for each priority area (4-10 pages in length total)

The purpose of identifying priority development areas is to help the City of Fresno direct public and private resources to the most critical and catalytic investments. Priority areas shall be identified by the contractor in consultation with City staff and other project partners.

Identification of priority areas shall take into consideration:

- Development priorities identified in Fresno's draft General Plan Update, Downtown Neighborhoods Community Plan, and Fulton Corridor Specific Plan. City of Fresno staff will assist consultant in summarizing and understanding the content of these plans.
- Physical proximity to Downtown and the future Fresno High Speed Rail station
- Potential for catalyzing private investment
- Potential for leveraging planned infrastructure investment
- Existing public ownership, potential for land assemblage, and willingness of private land owners to serve as development partners

Development implementation strategies for each Priority Development Area shall address:

- "Highest and best" uses for the Area: Development types and programs (e.g. commercial, residential, mixed-use, etc.) that are likely to provide the greatest return on investment in keeping with the City's development goals and objectives
- A financing strategy for new development in the Area, including financing for services and infrastructure
- A phasing strategy for development
- Identification of key development partners and their prospective roles in development of the area

To develop the Priority Development Areas Strategy, contractor shall participate in 3 conference calls with City staff and other project partners, approximately 1.5 hrs in length each, between the time of the contract award and up to 4 weeks following Task Force Meeting 3. Additionally, contractor shall participate in one in-person meeting with City staff that includes a tour of potential development areas and key development priority sites (approximately 5 hours in length). This in-person meeting and tour shall take place during the same travel period as contractor travel for one of the Task Force meetings (See Task 2).

TOPO shall provide contractor with relevant background materials, including maps and planning documents, needed to inform this process, no later than 2 weeks prior to Task Force Meeting 1.

Part II: Strategies for Fresno General Plan Implementation, between 8 and 16 pages in length, containing:

- Brief evaluation of existing implementation resources – including federal entitlement funding (e.g. HUD CDBG, HOME) and state and federal grant resources – and strategies the City could adopt to better utilize these resources to achieve infill development goals.
- Innovative strategies for Fresno to finance and implement public infrastructure and services – such as water, sewer, and utility upgrades and public safety services – necessary to support infill development and increased density and intensity of land use in infill areas, along transit corridors, and in other development priority areas. Emphasis should also be placed not only on the traditional notion of infrastructure – e.g. pipes, sidewalks, etc. – but also on a holistic notion of infrastructure that encompasses social and cultural infrastructure, e.g. advisory groups, public-private cooperative agreements, and other frameworks for funding and implementing the goals and objectives set forth in the draft Fresno General Plan Update. See Appendix for examples.
- Innovative strategies for financing, implementing and maintaining increased levels of service for public services and facilities such as fire, police, parks and open space, community facilities, urban agriculture, and bicycle infrastructure. See Appendix for example.
- Options for generating public revenue for implementation and long-term maintenance of increased public improvements and services.
- Strategies for improving private and nonprofit lending and financing of development projects, reducing private lender reluctance to invest in infill development projects, and enhancing opportunities for large-scale nonprofit and philanthropic investment in infill projects. See Appendix for example.

The contractor shall prepare the report according to standard OSC guidance on technical assistance reports. Specifically, the contractor shall use the AP Stylebook (<http://www.epa.gov/productreview/apstylebook.html>), along with EPA- and OSC-specific style guidelines, to edit all documents.

Between the time of Task Force Meeting 2 and up to 4 weeks following Task Force Meeting 3, contractor shall participate in a minimum of two conference calls with EPA and City staff, set up by the TOPO, to discuss Fresno General Plan Implementation Strategies Report, with an additional two calls if needed. TOPO shall determine if additional calls are needed no later than 2 weeks following Task Force Meeting 3.

No later than 3 weeks following Task Force Meeting 3, contractor shall deliver to TOPO a draft General Plan Implementation Strategies Report.

No later than 4 weeks following Task Force Meeting 3, TOPO shall deliver to contractor suggested edits to the General Plan Implementation Strategies Report.

No later than 5 weeks following Task Force Meeting 3, contractor shall incorporate suggested edits and deliver to TOPO a final General Plan Implementation Strategies Report.

Task 4: Develop Final Report (II. A. 2 Development of Analysis of Policy Options, Page 1-12 – 1-16 and II. B. Technical Assistance, Page 1-17)

Contractor shall create a final report, between 17-30 pages in length (excluding any illustrations and appendix), that uses Fresno as a case study to illustrate innovative financing and redevelopment strategies for distressed cities throughout California and the US. While it is not necessary for the consultant to identify or define distressed cities, for the purposes of this report, “distressed cities” should be thought of as those that:

- Have a high rate of unemployment as compared to state and national averages
- Have a high rate of poverty as compared to state and national averages
- Have a low-skilled workforce and/or low rates of educational attainment as compared to state and national averages
- Are challenged by severe residential vacancy rates and/or weak real estate markets
- Are severely constrained by insufficient fiscal resources at the municipal level and limited infrastructure finance tools such as capacity for bonding to pay for the basic services and functions of municipal government.

The report shall address the following:

Part I – Between 4 and 8 pages in length:

- Brief summary of the Task Force, how it was convened, who participated, and what the Task Force meetings entailed
- Summary of the outcomes of the Task Force meetings
- Summary of Fresno General Plan Implementation Strategies Report (based on materials developed for Task 3)
- Brief discussion of why Fresno is an instructive and important case study for other economically-distressed cities in California and throughout the US

Part II – Between 10 and 16 pages in length:

- ***Infill development strategies:*** A catalogue of state-wide and national best practices, tools, policies, and strategies for financing and implementing infill development and Smart Growth infrastructure and services *in distressed cities like Fresno*. This shall include innovative and non-traditional strategies for distressed cities to:
 - Finance, implement, and maintain essential infrastructure and service improvements that support infill development and Smart Growth.

- Incentivize private development and public-private development partnerships. (For example, the City of Albuquerque implemented an incentive zone for streamlined permitting to encourage private investment in a priority redevelopment zone.)
- Use existing federal, state, and local resources in innovative ways. (For example, the City of Portland used Department of Transportation Congestion Mitigation and Air Quality [CMAQ] funds to finance a façade improvement program around transit stations.)
- Analysis of the best practices, tools, policies and strategies described above that illustrates:
 - The circumstances by which each is typically most successful: The environmental, social, political, economic and fiscal conditions that make a particular tool or strategy most likely to succeed.
 - Typical early steps to implementation for the tools and strategies identified: What are the first steps a community might take to adopt and use a particular tool or strategy successfully?
- **Case studies:** Between three and six brief case studies (no more than 1 page each) of places where and how these practices have been employed, and what made them successful in these instances.
- **Community assessment tool:** A tool – e.g. checklist, decision tree, or similar – designed for economically-distressed communities such as Fresno to assess which practices are most relevant, useful, and implementable to them, given that community’s specific development environment, fiscal circumstances, available partnership resources, and other inherent conditions. The specific type of tool shall be developed by the consultant in consultation with EPA and other project partners through conference calls and exchange of draft documents (see below).

Part III – Between 3 and 6 pages in length: This section shall build upon the evaluation of state and federal resources available for infill development implementation in Task 3: Fresno General Plan Implementation Strategies Report.

- Identification of California-specific state-level policies, tools and programs needed to support infill development and Smart Growth implementation in fiscally-constrained cities such as Fresno, including any adjustments to existing policies and programs that would make them function better for the purposes of local development in distressed California cities. (Between 1 and 3 pages in length)
- Identification of practical federal policy and program changes needed to support local government and private-sector efforts to remove barriers to implementing infill development and Smart Growth in economically-distressed communities. (Between 1 and 3 pages in length)

Part IV: Appendix

- Supporting documentation and examples of policies, strategies, projects, etc. as appropriate to illustrate the suggestions contained in the body of the report.

Emphasis of the report shall be on *specific, actionable, feasible and innovative strategies* geared toward communities with limited resources. The report should function as a workbook, resource guide, and strategy-formation tool for economically-distressed communities in California and throughout the US.

No later than 7 weeks following Task Force Meeting 3, contractor shall submit to TOPO an outline of Parts I, II and III.

No later than 9 weeks following Task Force Meeting 3, TOPO shall deliver to contractor suggested edits to the outline.

No later than 12 weeks following Task Force Meeting 3, contractor shall deliver to TOPO a draft of Parts I, II and III, including any illustrations, and an outline of the Appendix.

No later than 14 weeks following Task Force Meeting 3, TOPO shall deliver to contractor suggested edits to the draft of Parts I, II and III and Appendix outline.

No later than 16 weeks following Task Force Meeting 3, contractor shall deliver to TOPO a second draft of Parts I, II and III plus illustrations and full Appendix.

Following Task Force Meeting 3 and no later than 14 weeks following Task Force Meeting 3, contractor shall participate in 3 conference calls with project partners, approximately 1.5. hours in length, to discuss development of the Final Report.

VII. SCHEDULE FOR DELIVERABLES

When	Task #	Actions
Day 0		Contract award
Within one business day of contract award	1a	TOPO delivers Background Info Package to contractor (30 pages max)
No later than 1 week following contract award	1b	TOPO provides contractor with list of Task Force members and contact information.
No later than 3 weeks following contract award	1	TOPO finalizes Task Force meeting dates
End of Week 2	1a	Contractor completes review of Background Info Package
Week 3. (Need to give enough time to turn around input for draft materials due at end of Week 3.)	1a	Contractor conference call with EPA, City, and others to better understand background info. (2hrs) Possible follow-up call if needed.
End of Week 3	1c	Contractor delivers draft Meeting 1 Briefing Materials document to TOPO
End of Week 4	1c	TOPO delivers edits on Meeting 1 Briefing Materials to contractor

End of Week 4	1a	TOPO determines if optional follow-up conference call is needed and, if so, sets up call
End of Week 4	1b	Contractor conducts teleconference calls with each Task Force member (1 hr each)
End of Week 5	1c	Contractor delivers final Meeting 1 Briefing Materials document to TOPO
End of Week 5	1b	Contractor delivers Task Force member teleconference written summary of key points and findings to TOPO
No later than 2 weeks prior to Task Force Meeting 1	3	TOPO provides contractor background materials for Priority Development Areas (e.g. maps and planning documents.
No later than 10 days prior to TF Meeting 1	1c	Contractor conference call w/ City, OPR, etc. to plan for TF Meeting 1 (2 hrs). Review Briefing Materials, develop meeting agenda and goals.
	2	Contractor attends and facilitates Task Force Meeting 1 (4 hrs; total trip length 1.5 days)
During travel for one of the Task Force meetings	3	Contractor participates in in-person meeting with City staff, including tour of potential development areas (5 hrs)
No later than two weeks following Task Force Meeting 1	2	TOPO determines if contractor will attend all three Task Force meetings
No later than 25 days prior to TF Meeting 2	1d	Contractor participates in conference call with project partners to debrief on Meeting 1 and plan for Meeting 2 (1.5 hrs)
No later than 20 days prior to TF Meetings 2	1d	Contractor delivers draft Task Force Meeting 2 Briefing Materials to TOPO
No later than 15 days prior to Task Force Meeting 2	1d	TOPO delivers edits to Meeting 2 Briefing Materials edits to contractor
No later than 12 days prior to Task Force Meeting 2	1d	Contractor delivers final Meeting 2 Briefing Materials to TOPO
No later than 10 days prior to Task Force Meeting 2	1d	Contractor participates in conference call with project partners to plan for Meeting 2
No later than 8 days prior to Task Force Meeting 2	1d	TOPO determines if optional conference call is needed, and if so, sets up call.
	2	OPTIONAL: Contractor attends and facilitates Task Force Meeting 2. (Contractor shall attend in person and help facilitate at least two of the Task Force meetings, with optional attendance at a third meeting.)(4 hrs; total trip length 1.5 days)
No later than 25 days prior to TF Meeting 3	1e	Contractor participates in conference call with project partners to debrief on Meeting 2 and plan for Meeting 3 (1.5 hrs)
No later than 20 days prior to Task Force Meetings 3	1e	Contractor delivers draft Meeting 3 Briefing Materials to TOPO
No later than 15 days prior to Task Force Meeting 3	1e	TOPO delivers edits to Meeting 3 Briefing Materials edits to contractor
No later than 12 days prior to Task Force Meeting 3	1e	Contractor delivers final Meeting 3 Briefing Materials to TOPO

No later than 10 days prior to Task Force Meeting 3	1e	Contractor participates in conference call with project partners to plan for Meeting 3 (1 hr)
No later than 8 days prior to Task Force Meeting 3	1d	TOPO determines if optional conference call is needed, and if so, sets up call.
	2	OPTIONAL: Contractor attends and facilitates Task Force Meeting 3. (Contractor shall attend in person and help facilitate at least two of the Task Force meetings, with optional attendance at a third meeting.)(4 hrs; total trip length 1.5 days)
Between start of contract and up to 4 weeks following Task Force Meeting 3	3	Contractor participates in 3 conference calls on Priority Development Areas (1.5 hrs each)
Between the time of Task Force Meeting 2 and up to 4 weeks following Task Force Meeting 3	3	Contractor participates in 2 conference calls on General Plan Implementation Strategies Report, with an optional additional two calls.
No later than 2 weeks following Task Force Meeting 3	3	TOPO to determine if additional conference calls on General Plan Strategies Report are needed, and if so, set up calls.
No later than 3 weeks following Task Force Meeting 3	3	Contractor delivers draft General Plan Strategies Report to TOPO
No later than 4 weeks following Task Force Meeting 3	3	TOPO delivers to contractor suggested edits to the General Plan Strategies Report
No later than 5 weeks following Task Force Meeting 3	3	Contractor delivers to TOPO final General Plan Strategies Report
Following Task Force Meeting 3 and no later than 14 weeks following Task Force Meeting 3	4	Contractor participates in 3 conference calls with project partners to discuss development of the Final Report (1.5. hours each).
No later than 7 weeks following Task Force Meeting 3	4	Contractor delivers to TOPO outline of Parts I, II and III of final report
No later than 9 weeks following Task Force Meeting 3	4	TOPO delivers to contractor suggested edits to outline
No later than 12 weeks following Task Force Meeting 3	4	Contractor delivers to TOPO draft of Parts I, II and II of final report, including illustrations, and outline of Appendix
No later than 14 weeks following Task Force Meeting 3	4	TOPO delivers to contractor suggested edits to the draft of Parts I, II and III and Appendix outline.
No later than 16 weeks following Task Force Meeting 3	4	Contractor delivers to TOPO a second draft of Parts I, II and III plus illustrations and full Appendix.

Appendix

Examples for Task 3:

An example of innovative finance strategies for implementing public infrastructure and services is Denver's Union Station redevelopment project, a major infrastructure and area revitalization initiative. The project is supported by an intergovernmental funding agreement between local, state and regional transportation agencies. This coalition then joined together to form an independent development company to serve as the master developer of the station site and surrounding neighborhood. Another example is the construction of the New York Avenue Metro Station in Washington, DC was funded in part by a special assessment district that included several area landowners and businesses, who agreed to a value capture special assessment district for the station area, thus sharing in the cost of station area improvements which have in turn benefitted the landowners and businesses in the area.

An example of an innovative strategy for financing, implementing and maintaining increased levels of public service is a revolving loan fund created by the neighboring cities of Phoenix and Mesa, AZ. The fund was created from public, private and philanthropic sources to fund pedestrian and bicycle infrastructure that supports downtown redevelopment.

An example of a strategy to improve private and nonprofit lending and financing of development projects is a local foundation in Albuquerque which served as a development partner contributing several million dollars of development capital to a revitalization project for a 12-block revitalization district in the city's Downtown.